17th Annual

Minnesota Wildfire Academy

June 5-9, 2017 Itasca Community College Grand Rapids, MN



There are reserved seats for Minnesota Fire Department members.

Fire Assistance grants are available.

MINNESOTA INCIDENT COMMAND SYSTEM

MNICS is an interagency group with state and federal partners that cooperate to manage wildfire and all-hazard incidents. MNICS provides standard procedures, practices and information to facilitate, coordinate and support actions on incidents in Minnesota. The organization is governed by a Task Force of agency leads.

Member agencies are the U.S. Forest Service (USFS), Bureau of Indian Affairs (BIA), Minnesota Department of Natural Resources (DNR), U.S.

Fish and Wildlife Service (FWS), National Park Service (NPS) and the Minnesota Department of Public Safety, Division of Homeland Security and Emergency ACADEMY COMMAND TEAM

MNICS uses the Incident Command System (ICS) to run the Wildfire Academy.

ICS enables effective and efficient incident management by integrating facilities, equipment, personnel, procedures and communication within a common organizational structure. ICS is used to manage people and resources during incidents including fire, rescues, floods, hurricanes and other hazards.

Typically, ICS is structured to facilitate activities in five major functional areas: command (incident commander, safety officer, liaison, and public information officer), operations, planning, logistics and finance. ICS is flexible, scaling up or down as complexity changes and the needs of an incident emerge. A Type 5 incident is the least complex and a Type 1 incident is the most complex.

A MNICS incident management team will be on duty during

the Wildfire Academy. Qualified personnel certified by the National Wildfire Coordination Group (NWCG) and Federal Emergency Management Agency (FEMA) will fill these incident management team (IMT) positions along with trainees.

The mission of MNICS is to coordinate, educate and implement the Incident

Command System to support fire and all-risk incidents in Minnesota and nationwide.



GENERAL INFORMATION



Location

In its sixth year at Itasca
Community College, the Wildfire
Academy will be at 1851 E.
Highway 169 in Grand Rapids,
which is a **smoke/alcohol-free**campus.

Meals

Lunch is provided for course participants. Special dietary needs? Contact **Tammy Gould**Tammy.gould@itascacc.edu
before **May 23, 2017** or the ICC Cafeteria, 218/322-2313.
Sending units are responsible for all other meals.

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Code of Conduct

As a student attending the Wildfire Academy, your conduct is a direct reflection on you, your agency or fire department. As students, instructors or Wildfire Academy participants, we are responsible to respectably uphold our

profession. Responsible and professional conduct is required.

Community Attractions

Local attractions include the Forest History Center and the Judy Garland Museum. Learn more at *Visit Grand Rapids* 800/355-9740 or 218/326-9607.

https://goo.gl/orXPXn

Academy Coordinators

Todd Manley

MNICS Fire Training 218/322-2683 Todd.Manley@state.mn.us

Jeff Mayer

Advanced Minnesota 218/749-0320 Jeff.Mayer@advancedmn.org

LODGING

Campus Dormitories

(See Registration Form on page 10). ICC dormitories are \$19/day. Single, double and triple dorm rooms are available on a first-come-first-served basis. Please bring your own bedding. A \$20 nonrefundable fee applies without 36-hour notice to cancel reservations.

ICC Dormitory Emergency

Call 479/857-3306

Other Accommodations

Students need to make their own reservations and payment arrangements.



See the *Visit Grand Rapids* website for accommodations and reserved rooms under "Wildfire Academy." Deadline is May 1, 2017.

https://goo.gl/orXPXn

REGISTRATION

Questions?

Call 218/749-7731

Priority Deadline

Students from MNICS agencies receive priority registration through **April 28, 2017** (includes Minnesota DNR, HSEM, Superior NF, Chippewa NF, Voyageurs National Park, U.S. Fish & Wildlife Service, Bureau of Indian Affairs and MN tribal units). Others must register by **May 16, 2017** to avoid a \$50 late fee per course.

How to Register

See Advanced Minnesota
www.advancedmn.org/emergency-services/fire/wildfire-academy/

NOTE: Online registration is now available https://goo.gl/WuFHSq students can also pay for courses by credit card or purchase order via:

Phone: 218/749-7731 (business hours 7 a.m. to 3:30 p.m. CDT)

FAX: 218/744-7511

Mail: Advanced Minnesota Firefighter Training 1100 Industrial Park Drive Eveleth, MN 55734

Tuition

Tuition includes lunch but course costs vary (see p. 11).

Payment

Acceptable payment methods:

- Purchase order or billing authorization on agency letterhead
- Check payable to Advanced Minnesota
- Visa, Discover, MasterCard

Tuition can be billed to agencies if students have a purchase

Fire Department tuition reimbursement is available through Volunteer Assistance Grants. Contact Tim.Oland@state.mn.us order or agency Administrator Authorization letter with correct billing address. Agencies are billed regardless of student attendance.

Prerequisites

A number of courses require prerequisite course work or experience. With your reservation, send IQS or IQCS master records, certificates and Incident Qualification Cards to Advanced Minnesota.

Cancellation

Written cancellations must be received by **May 26, 2017.**

Confirmation

Confirmations will be mailed by May 19, 2017. Notify *Advanced Minnesota* by May 22, 2017 if you have not received confirmation or see errors on your registration.



COURSES

S-130 S-190 L-180

Basic Wildland Firefighter
Introduction to Fire Behavior
Human Factors on the Fire Line

June 5, 0800 to June 9, 1700 S-190 covers environmental factors affecting the start and spread of wildfire and recognizing potentially hazardous situations. S-130 provides entry-level firefighting skills. L-180 covers human factors on the fire line. **Prerequisites:** ICS-100 & 700

Class size: 80 Fee: \$205

S-131

Advanced Firefighter Training

(Two separate classes offered at the Academy. Sign up for one).

June 5, 1300 to June 7, 1200
June 7, 1300 to June 9, 1200
Required course for advanced
FFT-1 and ICT-5. Interactive
tactical exercises to encourage
discussion; covers fire line
reference materials,
communication, and tactics.

Prerequisites: Qualified as Firefighter Type-2 (FFT2); S-130 Basic Firefighter; and S-190 Introduction to Fire Behavior

Bring: IRPG (Incident Response

Pocket Guide)

Class size: 30 Fee: \$50

S-200

Initial Attack Incident Commander

June 5, 0800 to June 6, 1700
Training for initial attack incident commander (ICT-4) with lecture, discussion and group exercises.
Covers readiness, mobilization, size-up, planning and ordering, deployment and containment, administrative requirements and post-fire evaluation.

Prerequisites: Qualified as single resource boss (CRWB, ENGB, FIRB)

Bring: PMS 210; IRPG Class size: 30 Fee: \$90

S-203

Introduction to Incident Information

June 6, 0800 to June 9, 1700

This course provides students with the knowledge and skills to serve as a public information officer (PIO-F). It touches on virtually all aspects of establishing and maintaining an incident information operation, communicating with internal and external audiences.

Prerequisite: Bring IRPG **Class size:** 30 **Fee:** \$165

S-211

Portable Pumps & Water Use

June 7, 0800 to June 9, 1700

design, set up, operate, troubleshoot and shut down portable water delivery systems. Focus is on portable pumps. Includes a field exercise.

Prerequisites: S-130 Basic Firefighter; S-190 Intro to Fire Behavior

(FFT-2)

Bring: IRPG

Class size: 30 **Fee:** \$165

S-212

Wildland Power Saws (Faller)

June 5, 0900 to June 8, 1700

Classroom and field exercises provide skill training for power saw operators on wildland fires. Cutting techniques and procedures are applicable throughout the U.S. Addresses

differences of tree/brush species and local species.

Prerequisites: Qualified as Firefighter Type 2 (FFT2); S-130 Basic Firefighter;

S-190 Intro to Fire Behavior

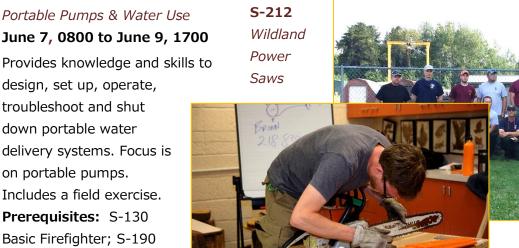
Pre-Work: Complete trainee profile for first day of class.

Bring: Personal Protective Equipment (PPE) including saw chaps and boots. Dress for weather. Chainsaw and supplies (gas, oil, wedges) are provided.

Class size: 25 Fee: \$165

that threaten life and property. Provides overview of action plan improvements, structural triage, structural protection tactics, incident action plan assessment and update, follow-up and public relations; and firefighter safety. Prerequisites: Wildland students

must be qualified as an Advanced Firefighter FFT-1. Structural Fire Departments: S-215 is appropriate for engine operators, chief officers, and company officers that are responsible for structure protection in suburban



and urban interface areas. **Class size:** 25 **Fee:** \$165

(Refresher)

June 9, 0800 to 1500 Class size: 30 Fee: \$20

S-215

Fire Operations in the Urban Interface

June 5, 0900 to June 8, 1200

Covers tactical decision making when confronting wildland fires

S-219

Firing Operations

June 6, 0800 to June 8, 1200

Learn planning, ignition procedures and equipment for wildland and prescribed fire. Addresses role of ignition specialist/firing boss as wildfire escalates to a complex incident.

Prerequisite: S-290 Intermediate

Fire Behavior **Bring:** IRPG

Class size: 25 **Fee:** \$125

S-230

Single Resource Crew Boss

June 5, 0900 to June 7, 1700

Course focuses on single resource crew boss duties from initial dispatch to return home. Topics: Assignment preparation and mobilization, tactics, safety, off-line duties, demobilization and post-incident activities. Course is used throughout the U.S and examples cover all geographic areas.

Prerequisites: FFT-1, successful

completion of S-290.

Pre-Work: Answer 21-question assignment using IRPG to bring

first day of class.

Bring: IRPG Class size: 25 Fee: \$125

S-231



S-236

Heavy Equipment Boss

Single Resource Engine Boss

June 8, 0800 to June 9, 1700

Course covers single resource engine boss duties. Topics cover tactical use and safety precautions for effective engine operations on a large incident.

Prerequisites: Qualified as advanced firefighter/squad boss (FFT1), complete Intermediate Wildland Fire Behavior, and S-290

Harris Francisco and Barre

June 7, 0800 to June 9, 1700

and Crew Boss (Single Resource),

Class size: 25 Fee: \$90

S-230

Bring: IRPG

This skills course meets Heavy
Equipment Boss training needs
for an incident. Primary
considerations are tactical use
and required safety precautions to
maintain an effective dozer
operation.

Prerequisites: Qualified as Firefighter Type 1 (FFT-1).

Satisfactory completion of precourse work (two hours).

Bring: IRPG

Class size: 25 **Fee:** \$165

S-248

Status Check In

June 5, 0800 to June 6, 1700

Course teaches tools and techniques for the duties of a status check-in recorder. The course provides an overview of what a student can expect if dispatched to an incident.

Prerequisites: Complete Basic ICS (ICS-200) and Human Factors (L-180). Need basic computer skills.

Class size: 25 Fee: \$50

S-261

Applied Interagency Incident
Business Management

June 5, 0800 to June 7, 1200

Covers entry-level finance positions (personnel time recorder, equipment time recorder). Students work with the Interagency Incident Business Management Handbook. Course is designed to be taken after S-260.

Class size: 20 Fee: \$130

e-ISuite



June 7, 1300 to June 9, 1700

Learn e-ISuite for incident command/agency office work to manage initial attack and Type 3-5 emergency incidents. Gain experience in moving between versions to set up and administer the database.

Prerequisites: IS-100, IS-200, S-260 and S-261 Interagency Incident Business Management. Computer skills.

Class size: 25 Fee: \$120

S-270

Basic Air Operations

June 5, 0800 to June 6, 1700 Covers aircraft use and proper conduct around aircraft. Learn management policy, aircraft operations and regulations, tactical and logistical uses of aircraft, helicopter landing specifications.

Pre-work: Students will receive aircraft

identification/aviation safety guides to identify 10 of 20 possible aircraft at the start of class.

Bring: IRPG

Class size: 24 Fee: \$90

S-271

Helicopter Crew Member

June 5, 0800 to June 9, 1700
Combined classroom and field
exercises in tactical and logistical
helicopter use. Includes aviation
safety, aircraft capabilities and
limitations, pre-flight checklist, life
support equipment, hazardous
materials, crash survival and
helicopter operations.

Prerequisite: Firefighter Type-2

Class size: 20 Fee: \$205

S-290

Intermediate Wildfire Behavior

June 5, 0800 to June 8, 1700 Gain skills to safely manage fire operations. Learn fire behavior prediction techniques, treatment



of fuels, weather and topography.

Analyze variables that affect fire behavior.

Prerequisite: Intro to Fire

Behavior (S-190)

Pre-work: Complete pre-test. **Bring:** PMS-210 and Belt-

Weather kit, if you have it. **Class size:** 30 **Fee:** \$165

S-339

Division/Group Supervisor

June 7, 0800 to June 9, 1700

Course meets ICS Operations section training requirements specific to wildland fire suppression. Prepares experienced single resource bosses and initial attack incident commanders with tactics for the strike team/task force leader level. It is also valuable for management or operations supervisors who have not received training in wildfire suppression tactics.

Prerequisites: Qualified as TFLD, ICT 3, ICT-4 and any two strike team leaders. Satisfactory completion of pre-course work. **Class size:** 25 **Fee:** \$125

S-355

Ground Support Unit Leader

June 6, 1300 to June 8, 1700
Learn to plan, staff and manage
the ground support unit to meet
the needs of the incident in a
safe manner. Coordinate with
logistics and other units.
Demobilize the ground support
unit.

Prerequisites: Qualifies as an Ordering Manager (ORDM) and Receiving/Distribution Manager

Bring: IRPG

Class size: 24 **Fee:** \$130

S-390

Introduction to Wildland Fire Behavior Calculations

June 5, 0800 to June 9, 1700 Course introduces fire behavior calculations by manual methods, using nomograms and the Fire Behavior Handbook Appendix B. Student gain an understanding of fire behavior though studying inputs (weather, slope, fuels, and fuel moisture). Also, participants learn how to interpret fire behavior outputs, documentation processes and fire behavior briefing components. Target personnel desiring to become qualified as division group supervisor (DIVS), prescribed fire burn boss Type-2 (RXB2), incident commander type-3 (ICT-3) or positions requiring this knowledge.

Prerequisites: Candidates must have completed Intermediate Wildland Fire Behavior, S-290 and be qualified to the single resource boss level. Complete required pre-work

Class size: 25 Fee: \$205

- Identify ACDP role in the aviation environment.
- Dispatch aviation resources using standard procedures.
- Describe safety procedures related to aircraft dispatching.
 Register by April 21, 2017 (firm).

Prerequisites: Qualified as Expanded Dispatch Recorder (EDRC) and the online course Interagency Aviation Training (IAT) course A-109, Aviation Radio.

Class size: 20 Fee: \$205

E/L970

All-Hazards Supply Unit Leader

June 5, 0900 to June 8, 1700
Participants will learn core
competencies to perform Supply
Unit Leader (SPUL) duties in allhazard incidents (next page).
By requiring participants to bring

information required for ordering, as well as complete required forms and documentation.

Prerequisites: IS-100, 200, 700, 800; ICS-300, NIMS training required for functional, support, or other unit leader positions.

Class size: 24 Fee: \$90

EVOC-101

Emergency Vehicle Operations

(Two separate classes offered at the Academy. Sign up for one).

June 5, 0800 to 1700 OR

June 8, 0800 to 1700

Required for emergency vehicle drivers. Includes driver performance, maintenance, operation, safety and state laws governing emergency vehicle operation.

Prerequisites: Valid Minnesota driver (class) license. Students must bring engine (no larger than T-5) that they drive at work.

Multiple students from the same unit, only need to bring one engine.

Class size: 20 Fee: \$80

FI-110



D-312

Aircraft Dispatcher (ACDP)

June 5, 0800 to June 9, 1700

Course provides skills to be an Aircraft Dispatcher (ACDP).
Course prepares an ACDP to perform at national standards.
Students can expect to:

jurisdiction-specific information to class, the course provides real-life examples to SPUL skills and the fundamental ordering process. Participants identify



Wildland Fire Observations & Origin Scene Protection for First Responders

(Two separate classes offered at the Academy. Sign up for one).

June 5, 0900 to 1530 OR

June 9, 0900 to 1530

Course emphasizes wildland fire observations and origin scene protection practices that enable first responders to perform proper scene protection procedures.

Class size: 25 **Fee**: \$35





ICS-300

Intermediate ICS for Expanding Incidents

June 5, 0900 to June 7, 1100

This course provides training and resources for personnel requiring advanced knowledge and application of ICS. This course expands on information covered in ICS-100 and ICS-200 courses and is intended for individuals assuming a supervisory role in expanding or Type-3 incidents. National Incident Management System (NIMS) compliant.

Prerequisites: ICS-100, 200,

700, 800.

Class size: 25 **Fee:** \$120

ICS-400

Advanced ICS for Command and General Staff of Complex Incidents

June 7, 1300 to June 9, 1700

Learn advanced application of ICS concepts. This course expands on ICS-100 through ICS-300. Target audience for this course is senior personnel expected to perform in a management capacity or in an area command or multiagency function. National Incident Management System (NIMS) compliant.

Prerequisites: ICS-100, 200,

300, 700, 800.

Class size: 25 **Fee:** \$120

Incident within an Incident (Course has two sessions. Sign up for one).

June 5, 0800 to June 6, 1700 OR June 7, 0800 to June 8, 1700

This two-day course addresses essential knowledge and skills for crews (TFLD, DIVS, ENGB) and other line-qualified personnel to successfully resolve wildland fire medical incidents. Provides advanced fire line and all-hazard incident training. Wilderness medical theory is also addressed and other topics include: Proper use of incident resources; medical and legal issues; incident theory and management.

Class size: 25 **Fee:** \$205

L-280

Followership to Leadership

June 5, 0800 to June 6, 1700

Self-assessment opportunity to prepare for a leadership role. Combines classroom instruction and field training. Students problem solve in small teams. Topics: Leadership values and principles, transition

challenges for new leaders, situational leadership, team cohesion and ethical decision-making.

Prerequisites: Incident operations experience and L-180.

Pre-work: 3-4 hour reading assignment. **Bring:** Personal Protective Equipment (PPE)

Class size: Fee: \$90



RT-130

Annual Fire Line Safety Refresher

June 9, 0800 to 1500

Annual Fire Line Safety Refresher Training provides up-to-date fire line safety information to ICS card holders with qualifications that require this training.

Class size: 40 **Fee**: \$35

RX-310

Introduction to Fire Effects

June 5, 0800 to June 9, 1100

Course prepares students to recognize and communicate the relationships between basic fire regimes and first order fire effects, the effects of fire treatments on first order fire effects, and to manipulate fire treatments to achieve desired first order fire effects.

Course Prerequisites: Working knowledge of fire behavior and understanding of basic ecological principles. Successfully complete all pre-course work.

Class size: 24 Fee: \$165.00

Code	Course Title	Tuition	Course schedule									
			Mon June 5 am pm		Tues June 6 am pm		Wed June 7 am pm		Thurs June 8 am pm		Fri June 9 am pm	
S-130, S-190 L-180	Basic Firefighter	\$205	6	6	6	6	6	6	6	6	6	6
S-131 (1)	Advanced Firefighter	\$50		6	6	6	6					
S-131 (2)	Advanced Firefighter	\$50						6	6	6	6	
S-200	Initial Attack IC	\$90	6	6	6	6						
S-203	Intro to Incident Information	\$165			6	6	6	6	6	6	6	6
S-211	Portable Pumps / Water Use	\$165					6	6	6	6	6	6
S-212	Power Saws (Faller)	\$165	6	6	6	6	6	6	6	6		
S-212 Refresh	Chainsaw Recertification	\$20									6	6
S-215	Fire Ops in the Urban Interface	\$165	6	6	6	6	6	6	6			
S-219	Firing Operations	\$125			6	6	6	6	6			
S-230	Crew Boss	\$125	6	6	6	6	6	6				
S-231	Engine Boss	\$90							6	6	6	6
S-236	Heavy Equipment Boss	\$165					6	6	6	6	6	6
S-248	Status Check-In	\$50	6	6	6	6						
S-261	Applied Business Management	\$130	6	6	6	6	6					
E-ISUITE	E-ISUITE	\$120						6	6	6	6	6
S-270	Basic Air Operations	\$90	6	6	6	6						
S-271	Helicopter Crew Member	\$205	6	6	6	6	6	6	6	6	6	6
S-290	Intermediate Fire Behavior	\$165	6	6	6	6	6	6	6	6		
S-339	Division/Group Supervisor	\$125					6	6	6	6	6	6
S-355	Ground Support Unit Leader	\$130				6	6	6	6	6		
S-390	Fire Calculations	\$205	6	6	6	6	6	6	6	6	6	6
D-312	Aircraft Dispatcher	\$205	6	6	6	6	6	6	6	6	6	6
E/L-970	Supply Unit Leader	\$90	6	6	6	6	6	6	6	6		
EVOC (1)	Emergency Vehicle Operations	\$80	6	6								
EVOC (2)	Emergency Vehicle Operations	\$80							6	6		
FI-110 (1)	Wildland Fire Obs & Origin for FR's	\$35	6	6								
FI-110 (2)	Wildland Fire Obs & Origin for FR's	\$35									6	6
ICS-300	Intermediate ICS	\$120	6	6	6	6	6					
ICS-400	Advanced ICS	\$120						6	6	6	6	6
IWIM (1)	Incident Within an Incident	\$205	6	6	6	6						
IWIM (2)	Incident Within an Incident	\$205					6	6	6	6		
L-280	Followership to Leadership	\$90	6	6	6	6						
RT-130	Annual Fire Safety Refresher	\$35									6	6
RX-310	Fire Effects	\$165	6	6	6	6	6	6	6	6	6	

REGISTRATION FORM

2017 Minnesota Wildfire Academy Registration											
Name: First, MI, Last											
Organization/Agency/Fire Department:											
Course confirmation s	set to:										
Address:											
City, State, Zip:											
Student email:											
Phone #1:	Phone #2:										
Emergency contact and phone:											
LATE FEE AFTER MAY 16 th \$50.00											
Course Code	COURSE REGISTRATION Course Title	Tuition									
Course Code	Course Title	Tultion									
	Total Tuition										
SPECIAL EVENT: Free Buffet Dinner & Presentation											
I plan to attend the Wednesday June 7 th dinner and presentation event: circle YES / NO											
DORMITORY REGISTRATION (optional)											
I am interested in dormitory housing (circle) Yes No											
I prefer: Single Double Triple occupancy											
I need lodging the following nights: Sunday Monday Tuesday Wednesday Thursday											
Gender: Male Female											
I have a roommate preference (name)											
There are only 80 beds av	vailable issued on first-come, first-served basis. There are limited single-occupancy rooms.										
Dormitory no shows will be charged \$20. Students must cancel dorm reservations by June 3, to avoid this charge.											
Dormitory fees: days at \$19 per day Total Dormitory Fees											
TOTAL TUITION AND FEES											
	Total Tuition and Dormitory Fees METHOD OF PAYMENT										
Check enclosed made											
Check enclosed made out to Advanced Minnesota Purchase Order or Letter of Billing Authorization enclosed. Include billing contact:											
Name Phone											
Address											
Credit Card (circle): VISA MasterCard Discover											
Card Number Expiration date											
Name on card											
Address of card holder											
Fire department member: Tuition paid through Volunteer Fire Assistance Grant.											
Fire Chief, please provide: I verify this student is a member of Fire Department.											
Fire Chief's signature Fire Chief's name (printed)											

SPECIAL EVENT

Since 1979, Mark Smith has trained and led teams and organizations in complex, high-risk environments. During his 22-year military career, Mark served in a variety of special operations staff and leadership positions. His assignments included administration, training, communications, plans, intelligence, operations and command.

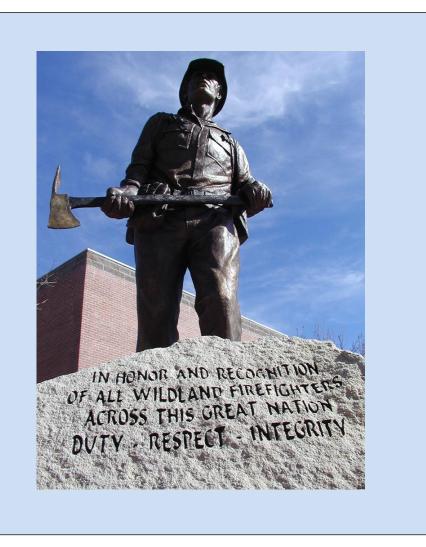
He served at every echelon of operational command: From small Ranger and Special Forces teams conducting tactical missions to the Joint Special Operations Task Force level conducting strategic operations for a theater commander.

Mark was critical to the founding of the National Wildfire Coordinating Group (NWCG) leadership curriculum. Since 1999, he's been lead cadre member on nearly 200 *Point of the Spear*, and All-Hazard Incident Leadership programs and served as a cadre member in many NWCG S-420 Command & General Staff courses. He is also a member of the development and cadre team for *Intent into Action*, NWCG's new L-481 Advanced Leadership for the Command & General Staff course for complex incident management.

Mark has acted as a subject matter expert and educator in support of many agency efforts toward a principles-based leadership model. Mark was part of the MCS team that, in conjunction with NWCG, published *Leading in the Wildland Fire Service*, a leadership guide based on foundational doctrine.

He actively collaborates with incident management teams to apply new concepts and tools. Mark also co-authored a 2011 analysis and recommendations paper to significantly improve the Catastrophic Incident doctrine of the U.S. National Response Framework. Currently he is a member of a unique public-private partnership with the International Association of Fire Chiefs (IAFC) that developed and delivers a new two-and-one-half day L-580 Leadership is Action program titled *San Diego Mega-Fires: An All Hazard Interactive Case Study*.

Most recently, Mark helped develop the prototype of an intent-based position task book as a future model of a more effective evaluation system for the All-Hazards IMT Association and coauthored a paper entitled *Mission-Driven Culture*.



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Sponsored by

Minnesota Incident Command System (MNICS) partners
www.mnics.org and Advanced Minnesota Fire Training













